Shared Services Canada

2014 - 15

Report on Plans and Priorities

The Honourable Diane Finley, P.C., M.P.
Minister of Public Works and Government Services and
Minister responsible for Shared Services Canada

2014-15
ESTIMATES

PART III – Departmental Expenditure Plans: Reports on Plans and Priorities

Purpose

Reports on Plans and Priorities (RPP) are individual expenditure plans for each department and agency. These reports provide increased levels of detail over a three-year period on an organization's main priorities by strategic outcome, program and planned/expected results, including links to related resource requirements presented in the Main Estimates. In conjunction with the Main Estimates, RPPs serve to inform members of Parliament on planned expenditures of departments and agencies, and support Parliament's consideration of supply bills. The RPPs are typically tabled soon after the Main Estimates by the President of the Treasury Board.

Estimates Documents

The Estimates are comprised of three parts:

Part I - Government Expenditure Plan - provides an overview of the Government's requirements and changes in estimated expenditures from previous fiscal years.

Part II - Main Estimates - supports the appropriation acts with detailed information on the estimated spending and authorities being sought by each federal organization requesting appropriations.

In accordance with Standing Orders of the House of Commons, Parts I and II must be tabled on or before March 1.

Part III - Departmental Expenditure Plans - consists of two components:

- Report on Plans and Priorities (RPP)
- Departmental Performance Report (DPR)

DPRs are individual department and agency accounts of results achieved against planned performance expectations as set out in respective RPPs.

The DPRs for the most recently completed fiscal year are tabled in the fall by the President of the Treasury Board.

Supplementary Estimates support Appropriation Acts presented later in the fiscal year. Supplementary Estimates present information on spending requirements that were either not sufficiently developed in time for inclusion in the Main Estimates or have subsequently been refined to account for developments in particular programs and services. Supplementary Estimates also provide information on changes to expenditure forecasts of major statutory items as well as on such items as: transfers of funds between votes; debt deletion; loan guarantees; and new or increased grants.

For more information on the Estimates, please consult the Treasury Board Secretariat website.[i]

Links to the Estimates
As shown above, RPPs make up part of the Part III of the Estimates documents. Whereas Part II emphasizes the financial aspect of the Estimates, Part III focuses on financial and non-financial performance information, both from a planning and priorities standpoint (RPP), and an achievements and results perspective (DPR).

The Management Resources and Results Structure (MRRS) establishes a structure for display of financial information in the Estimates and reporting to Parliament via RPPs and DPRs. When displaying planned spending, RPPs rely on the Estimates as a basic source of financial information.

Main Estimates expenditure figures are based on the Annual Reference Level Update which is prepared in the fall. In comparison, planned spending found in RPPs includes the Estimates as well as any other amounts that have been approved through a Treasury Board submission up to February 1st (See Definitions section). This readjusting of the financial figures allows for a more up-to-date portrait of planned spending by program.

Changes to the presentation of the Report on Plans and Priorities
Several changes have been made to the presentation of the RPP partially to respond to a number of requests – from the House of Commons Standing Committees on Public Accounts (PAC - Report 15[ii]), in 2010; and on Government and Operations Estimates (OGGO - Report 7[iii]), in 2012 – to provide more detailed financial and non-financial performance information about programs within RPPs and DPRs, thus improving the ease of their study to support appropriations approval.

- In Section II, financial, human resources and performance information is now presented at the Program and Sub-program levels for more granularity.
- The report's general format and terminology have been reviewed for clarity and consistency purposes.
- Other efforts aimed at making the report more intuitive and focused on Estimates information were made to strengthen alignment with the Main Estimates.

How to read this document

RPPs are divided into four sections:

Section I: Organizational Expenditure Overview

This Organizational Expenditure Overview allows the reader to get a general glance at the organization. It provides a description of the organization's purpose, as well as basic financial and human resources information. This section opens with the new Organizational Profile, which displays general information about the department, including the names of the minister and the deputy head, the ministerial portfolio, the year the department was established, and the main legislative authorities. This subsection is followed by a new subsection entitled Organizational Context, which includes the *Raison d'être*, the Responsibilities, the Strategic Outcomes and Program Alignment Architecture, the Organizational Priorities and the Risk Analysis. This section ends with the Planned Expenditures, the Alignment to Government of Canada Outcomes, the Estimates by Votes and the Contribution to the Federal Sustainable Development Strategy. It should be noted that this section does not display any non-financial performance information related to programs (please see Section II).

Section II: Analysis of Program(s) by Strategic Outcome(s)

This section provides detailed financial and non-financial performance information for strategic outcomes, Programs and sub-programs. This section allows the reader to learn more about programs by reading their respective description and narrative entitled "Planning Highlights". This narrative speaks to key services or initiatives which support the plans and priorities presented in Section I; it also describes how performance information supports the department's strategic outcome or parent program.

Section III: Supplementary Information

This section provides supporting information related to departmental plans and priorities. In this section, the reader will find future-oriented statement of operations and a link to supplementary information tables regarding transfer payments, as well as information related to the greening

government operations, internal audits and evaluations, horizontal initiatives, user fees, major crown and transformational projects, and up-front multi-year funding, where applicable to individual organizations. The reader will also find a link to the *Tax Expenditures and Evaluations Report*, produced annually by the Minister of Finance, which provides estimates and projections of the revenue impacts of federal tax measures designed to support the economic and social priorities of the Government of Canada.

Section IV: Organizational Contact Information

In this last section, the reader will have access to organizational contact information.

Definitions

Appropriation
Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

Budgetary Vs. Non-budgetary Expenditures
Budgetary expenditures – operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to crown corporations.
Non-budgetary expenditures – net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

Expected Result
An outcome that a program is designed to achieve.

Full-Time Equivalent (FTE)
A measure of the extent to which an employee represents a full person-year charge against a departmental budget. FTEs are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

Government of Canada Outcomes
A set of high-level objectives defined for the government as a whole.

Management Resources and Results Structure (MRRS)
A common approach and structure to the collection, management and reporting of financial and non-financial performance information.

An MRRS provides detailed information on all departmental programs (e.g.: program costs, program expected results and their associated targets, how they align to the government's priorities and intended outcomes, etc.) and establishes the same structure for both internal decision making and external accountability.

Planned Spending

For the purpose of the RPP, planned spending refers to those amounts for which a Treasury Board submission approval has been received by no later than February 1, 2014. This cut-off date differs from the Main Estimates process. Therefore, planned spending may include amounts incremental to planned expenditure levels presented in the 2014-15 Main Estimates.

Program

A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results, and that are treated as a budgetary unit.

Program Alignment Architecture

A structured inventory of a department's programs, where programs are arranged in a hierarchical manner to depict the logical relationship between each program and the Strategic Outcome(s) to which they contribute.

Spending Areas

Government of Canada categories of expenditures. There are four spending areas[iv] (social affairs, economic affairs, international affairs and government affairs) each comprised of three to five Government of Canada outcomes.

Strategic Outcome

A long-term and enduring benefit to Canadians that is linked to the department's mandate, vision, and core functions.

Sunset Program

A time-limited program that does not have on-going funding or policy authority. When the program is set to expire, a decision must be made as to whether to continue the program. (In the case of a renewal, the decision specifies the scope, funding level and duration).

Whole-of-Government Framework

A map of the financial and non-financial contributions of federal organizations receiving appropriations that aligns their programs to a set of high level outcome areas defined for the government as a whole.

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Minister's Message

It is my pleasure to present Shared Services Canada's *2014-15 Report on Plans and Priorities.* This report outlines the department's priorities and high-level plans for the next fiscal year, and beyond.

Since its creation in 2011, Shared Services Canada (SSC) has been focused on delivering cost-effective, reliable and secure email, data centre and telecommunications services, while undertaking the needed transformation that will modernize the Government of Canada's information technology (IT) infrastructure. Savings, security and service are the yardsticks by which SSC measures its progress.

Savings were at the heart of the mandate given to SSC two years ago. By taking a government-wide approach, SSC continues to reduce duplication, increase efficiency and cut costs.

In launching *Canada's Cyber Security Strategy*, the Government of Canada sent a strong message that it takes the security of government systems seriously. SSC is working closely with partner departments and agencies to improve the security of government systems as an integral part of the IT infrastructure transformation it was created to achieve.

The new Government of Canada email system will be in place by the end of 2014-15, replacing the 63 legacy systems. The first enterprise data centre has been established, which will be followed in 2014-15 by two additional government-wide data centres. Work will continue to consolidate telecommunications networks, which will both reduce costs and improve performance, and to standardize and streamline the procurement of the hardware and software used in the workplace.

Canadians are entitled to receive high quality programs and services from government. SSC is building the IT platform that will be modern and resilient enough to enable the Government of Canada to meet their current and future service expectations while giving them the assurance that their personal information will be protected and secure at all times.

I look forward to SSC's continued progress in providing IT infrastructure improvements that support the Government of Canada's commitment to Canadians.

The Honourable Diane Finley, P.C., M.P.
Minister of Public Works and Government
Services and Minister responsible for Shared
Services Canada

Section I: Organizational Expenditure Overview

Organizational Profile

Minister: The Honourable Diane Finley, P.C., M.P.

Deputy Head: Liseanne Forand

Ministerial portfolio: Public Works and Government Services

Year established: 2011

Main legislative authorities: *Shared Services Canada Act*[v]

Associated Orders in Council include Privy Council Numbers: 2011-0877; 2011-1297; 2012-0958; 2012-0960; 2013-0366; 2013-0367; and 2013-0368.

Organizational Context

Raison d'être

Shared Services Canada (SSC) is a federal department created on August 4, 2011, to transform how the Government of Canada manages its information technology (IT) infrastructure. SSC reports to Parliament through the Minister of Public Works and Government Services and is responsible for delivering mandated email, data centre and network services to partner departments in a consolidated and standardized manner to support the delivery of Government of Canada programs and services. SSC also provides certain optional technology-related services to government organizations on a cost-recovery basis. With a whole-of-government approach to IT, SSC is creating economies of scale to deliver more efficient, reliable and secure IT infrastructure services to Government of Canada departments. SSC's mandate was reinforced on June 29, 2012, with the passage of the *Shared Services Canada Act* by Parliament.

Responsibilities

SSC was created by an Order in Council effective August 4, 2011, and subsequently received the authority to provide services related to email, data centres and networks to specified federal departments. SSC's focus is to maintain and improve IT services delivery across the Government of Canada, generate and reinvest savings, enhance security, and implement government-wide solutions to transform IT infrastructure to improve services to Canadians.

The *Shared Services Canada Act* recognizes that the Government of Canada wishes to standardize and streamline, within a single shared services entity, certain administrative services that support government institutions. Through Orders in Council, the Department received specific standardization and consolidation responsibilities in the area of IT infrastructure services. SSC responsibilities include ensuring that approximately 2,100 mission critical systems across government continue to operate effectively.

SSC meets its responsibility to standardize and streamline IT infrastructure through its initiatives, working with the Information and Communication Technology (ICT) sector to deliver one email system, a government-wide footprint of seven data centres, a single government-wide network and transformed telecommunications services. Budget 2013 further expanded SSC's mandate, adding the consolidation of government-wide procurement of software and hardware for workplace technology devices.

SSC contributes to the achievement of other critically important and transformational Government of Canada initiatives such as the Perimeter Security Defence Project, the Transformation of Pay Administration initiative and the vision of the public service of the future

as articulated in Blueprint 2020. As an IT security service delivery organization, SSC works collaboratively with other Government of Canada cyber-security agencies to support the cyber security strategy.

Strategic Outcome(s) and Program Alignment Architecture

SSC's Program Alignment Architecture (PAA), as approved by the Treasury Board of Canada, supports the achievement of our strategic outcome.

1 **Strategic Outcome:** Modern, reliable, secure and cost-effective IT infrastructure services to support government priorities and program delivery.
   1.1 **Program:** IT Infrastructure Services
      1.1.1 **Sub-Program:** Distributed Computing Services
         1.1.1.1 **Sub-Sub-Program:** Workstation Services
         1.1.1.2 **Sub-Sub-Program:** Desktop and Office Productivity Suite Services
         1.1.1.3 **Sub-Sub-Program:** Email and Directory Services
         1.1.1.4 **Sub-Sub-Program:** File / Print Services
         1.1.1.5 **Sub-Sub-Program:** Remote Access Services
         1.1.1.6 **Sub-Sub-Program:** Distributed Computing Services Program Management
      1.1.2 **Sub-Program:** Production and Operations Computing Services (Data Centre Services)
         1.1.2.1 **Sub-Sub-Program:** Utility Computing Services
         1.1.2.2 **Sub-Sub-Program:** Dedicated Application Hosting and Management Devices
         1.1.2.3 **Sub-Sub-Program:** Facilities Management Services
         1.1.2.4 **Sub-Sub-Program:** Production and Operations Computing Program Management
      1.1.3 **Sub-Program:** Telecommunications (Data, Voice and Video) Services
         1.1.3.1 **Sub-Sub-Program:** Data network Infrastructure Services
         1.1.3.2 **Sub-Sub-Program:** Inter and Intra Data Centre Network Services
         1.1.3.3 **Sub-Sub-Program:** Voice Network Services
         1.1.3.4 **Sub-Sub-Program:** Image and Video Communication Services
         1.1.3.5 **Sub-Sub-Program:** Call Centre (Data and Voice Network Infrastructure) Services
         1.1.3.6 **Sub-Sub-Program:** Telecommunications (Data, Voice and Video) Services Program Management

1.1.4   **Sub-Program:** Cyber and IT Security Services

   1.1.4.1   Sub-Sub-Program: IT Environment Protection Services

   1.1.4.2   Sub-Sub-Program: Identification, Authentication, Authorization Services

   1.1.4.3   Sub-Sub-Program: Secure Communications Services

   1.1.4.4   Sub-Sub-Program: Perimeter Defense, Detection, Response, Recovery Audit Services

   1.1.4.5   Sub-Sub-Program: Cyber and IT Security Program Management

Internal Services

Program Alignment Architecture Crosswalk

The revised 2014-2015 Program Alignment Architecture (PAA) was developed after extensive consultation across the Department and in close collaboration with Treasury Board Secretariat. The Department's PAA now features four sub-programs and twenty-one sub-sub-programs and provides the structure for SSC's first departmental Performance Measurement Framework.

SSC, as all other Government of Canada departments and agencies, has now to report on employee costs (Full-Time Equivalents) and financial information for all portions of the PAA, including at the sub-sub program level, in the context of the Management, Resources, Results Structure Policy. The organization is now able to report planned spending at the sub-program level for this Report on Plans and Priorities and will provide sub-sub program expenditure information for the 2014-2015 Departmental Performance Report by implementing a revised financial coding structure by April 1, 2014.

The PAA, while supporting the achievement of SSC's commitments to Parliament and Canadians, is an evergreen document that will evolve as the Department's programs mature.

Organizational Priorities

Organizational Priorities

Priority	Type	Strategic Outcome(s) and/or Program(s)
Manage and operate newly transformed and existing legacy IT infrastructure using an enterprise approach to implement efficiencies and service standardization.	Previously committed	Efficient and effective IT infrastructure services are delivered across the Government of Canada.

Description

Why is this a priority?

Government of Canada IT operations support the delivery of programs and services upon which Canadians depend. However, the IT infrastructure of the Government of Canada is aging and inefficient. As transformation unfolds, enterprise-wide IT infrastructure will support modern service delivery that is secure, cost-effective and accessible to Canadians.

Plans for meeting the priority

- Align operations and IT service management to enterprise standards to achieve savings.
- Improve IT service delivery and continue to optimize security, service, resources, contracts, facilities and assets.
- Maintain aging IT infrastructure to support operations across the Government of Canada enterprise and collaboratively work with partner departments to migrate their applications and services to the new enterprise infrastructure.
- Initiate the decommissioning of legacy infrastructure including data centres, email systems and network equipment.
- Maintain and improve videoconferencing systems as outlined in the Budget 2013 commitment to reduce travel costs and support the transition to enterprise standards.

Organizational Priorities

Priority	Type	Strategic Outcome(s) and/or Program(s)
Renew the Government of Canada's IT infrastructure services.	Previously committed	Efficient and effective IT infrastructure services are delivered across the Government of Canada.

Description

Why is this a priority?

The IT infrastructure that supports government programs and services is outdated, inefficient and vulnerable to security risks. Renewal of this infrastructure will reduce expenditures, improve service and strengthen security. In Budget 2013, the Government announced its decision to streamline workplace technology device procurement and centralize it at SSC in anticipation of better service and savings government-wide, as well as consistent approaches to security.

Plans for meeting the priority

- Establish enterprise standards for Government of Canada IT infrastructure.
- Deploy a single email solution.
- Initiate the procurement of a Government of Canada network.
- Establish new purpose-built data centres in collaboration with the private sector.
- Initiate enhanced cyber and IT security services.
- Enable alignment of partner departments' projects with Government of Canada IT infrastructure transformation objectives.
- Begin consolidation of workplace technology device software contracts for greater efficiencies and security.
- Engage the ICT sector to build and refine our approach to managing IT infrastructure services.
- Implement change management practices in support of transformation priorities.

Organizational Priorities

Priority	Type	Strategic Outcome(s) and/or Program(s)
Engage with partners through governance mechanisms and effective client relationship management.	Previously committed	Efficient and effective IT infrastructure services are delivered across the Government of Canada.

Description

Why is this a priority?

SSC's renewal of the Government of Canada's IT infrastructure must be aligned with the priorities of its partners to support excellence in program delivery and service to Canadians. Careful planning, collaborative execution, management of change and communications will be central to the achievement of the Department's objectives.

Plans for meeting the priority

- Develop an enterprise-wide IT planning capability in collaboration with partners.

- Implement projects that support a modern and efficient public service workplace.

- Demonstrate project execution and reporting excellence, institute rigorous project management discipline, and develop the SSC project management culture, capability and governance.

Organizational Priorities

Priority	Type	Strategic Outcome(s) and/or Program(s)
Advance horizontal management and execution through the effective and efficient delivery of a full range of business services aligned with SSC's business model.	Previously committed	Internal Services

Description

Why is this a priority?

SSC requires a solid foundation in its internal services to support the rigorous resource management, governance, and common business processes required to support the IT Infrastructure Services program.

Plans for meeting the priority

- Initiate improvements in the management and delivery of internal services.
- Integrate planning, performance and risk management into departmental practices and reporting.
- Standardize and develop internal departmental policies, processes and monitoring reports to support sound management practices.
- Continue implementation of the Department's workforce management strategies.
- Develop a long-term accommodation plan.
- Execute the Risk-Based Audit and Evaluation plan and implement management action plans.
- Continue deployment of business solutions to enable efficient delivery of internal services.

Risk Analysis

Effective risk analysis and management allows SSC to deliver on its priorities and achieve its mandate of modern, reliable, secure and cost-effective IT infrastructure services to support government priorities and service delivery at lower cost. As with any organization undertaking a significant transformation, SSC must remain attuned to the potential for internal and external risks.

Three key, corporate-level risks have emerged pursuant to internal discussions across all branches of SSC and through engagement with partner departments – Human Resources Capacity, Financial Management and Partnership Management. Knowing where the risks lie and being responsive to changing environmental factors enables SSC to deploy the appropriate risk mitigation strategies and resources to areas where risk is most prevalent and most likely to adversely impact SSC's operations. For example, to ensure SSC's ability to deliver on its transformation agenda, plans are in place to apply sufficient resources to mitigate or prevent delays or cost overruns associated with ongoing IT capital projects.

Recent risk feedback/data obtained from all branches indicates that proper identification of required workforce skills and capacity, now and in the future, is needed for SSC to attract and retain the right people to maintain organizational agility and to meet objectives. A common enterprise mindset that encompasses succession planning, targeted learning and development and sustained employee engagement is critical to the attainment of a high performing and focused workforce.

In terms of financial management, SSC continues to build and implement strong financial stewardship in all areas through planning, tracking, reporting, and senior management oversight. SSC is focused on ensuring that reliable processes for gathering and reporting data contribute to the achievement of identified savings and that managers are well equipped with the necessary training, tools, and assistance to facilitate sound management of financial resources.

Continuous cooperation and engagement with partner departments, key stakeholders and the private sector must be maintained and strengthened in order to achieve transformation objectives. Mitigation strategies are planned to handle any potential disruptions at an enterprise level which might occur, given the magnitude of the transformation effort.

As transformation initiatives progress, continued meaningful engagement with partner departments and the private sector will not only help to mitigate organizational risks, but will also open the door to new ideas, innovations, and fresh perspectives.

Over the past two years, foundational pieces have been created to identify, assess, and manage risks. In 2014-15, SSC will finalize its first Organizational Risk Profile with input from all parts of the organization and from partner departments. SSC will continue to promote and integrate risk management both internally and externally by implementing risk management strategies that support effective resource management and sound financial management practices and by linking risk management to performance management objectives.

The transformation agenda is highly orchestrated from a partner, financial and human resources perspective, and therefore, its success depends on sound management of these risks.

Key Risks

Risk	Risk Response Strategy	Link to Program Alignment Architecture
Partnership Management There is a risk that the Department's delivery of its transformation agenda with partner departments, industry and bargaining agents will face challenges as transformation advances and creates the anticipated disruption to established systems and processes.	▪ Integrate and align partner departments' planning with SSC enterprise planning. ▪ Implement partnership engagement models. ▪ Establish effective outreach to Government of Canada IT communities and external stakeholders. ▪ Continue the development of Client Relationship Manager (CRM) and Portfolio Lead roles into "on the ground," trusted SSC advocates. ▪ Further develop strategic relationships and complementary governance with partner departments to support program operations and business transformation.	**1.1 Program: IT Infrastructure Services** **Internal Services**
Human Resources (HR) Capacity There is a risk that the Department will not have the right people with the proper skills to deliver on its mandate.	▪ Refine the Workforce Management Strategy to address current and future HR needs. ▪ Refine Gateway to Mobility to facilitate internal employee movement. ▪ Implement the Learning @SSC Strategy. ▪ Continue to operate the Departmental Vacancy Management Committee to support effective workforce management.	**1.1 Program: IT Infrastructure Services** **Internal Services**

Financial Management There are risks concerning the Department's abilities to manage the challenges and achieve the self-funding requirement for SSC's transformation agenda.	▪ Ensure financial controls are in place at the organizational level. ▪ Expand financial controls to management levels. ▪ Ensure that internal financial information is readily available. ▪ Develop additional processes and procedures as required based on continuous internal and external monitoring and analysis. ▪ Ensure managers are equipped with the necessary training and tools to exercise their financial stewardship role.	**1.1 Program: IT Infrastructure Services** **Internal Services**

Planned Expenditures

Budgetary Financial Resources (Planned Spending—dollars)

2014–15 Main Estimates	2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
1,473,323,577	1,473,323,577	1,392,644,933	1,371,302,293

All figures are net of respendable revenues.

Human Resources (Full-time equivalents—FTEs)

2014–15	2015–16	2016–17
6,400	6,100	6,100

Budgetary Planning Summary for Strategic Outcome(s) and Program(s) (dollars)

Strategic Outcome(s), Program(s) and Internal Services		2011–12 Expenditures	2012–13 Expenditures	2013–14 Forecast Spending	2014–15 Main Estimates	2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
Strategic Outcome 1: Modern, reliable, secure and cost-effective IT infrastructure services to support government priorities and program delivery								
IT Infrastructure Services	Gross Expenditures	951,126,762	1,637,435,300	1,734,423,784	1,478,632,168	1,478,632,168	1,208,198,944	1,186,440,005
	Less Respendable Revenue	389,820,934	369,298,905	320,745,491	189,972,991	189,972,991	325,000	
Strategic Outcome 1 Subtotal		561,305,828	1,268,136,395	1,413,678,293	1,288,659,177	1,288,659,177	1,207,873,944	1,186,440,005
Internal Services Subtotal		61,038,395	113,012,700	187,929,354	184,664,400	184,664,400	184,770,989	184,862,288
Total		622,344,223	1,381,149,095	1,601,607,647	1,473,323,577	1,473,323,577	1,392,644,933	1,371,302,293

Shared Services Canada (SSC) was created on August 4, 2011, and consequently, the fiscal year 2011-12 represents expenditures incurred by the 43 partner departments on behalf of SSC for the portion of the fiscal year effective as of its creation and do not represent a complete fiscal year.

In 2014-15, the Department will seek authorities for an additional vote-netted revenue authority of $223.8M. The vote-netted revenue authority for future years will be addressed in the fall of 2014-15 and reflected in the Main Estimates of 2015-16.

The Department's planned spending reflects approved funding by Treasury Board to support the departmental Strategic Outcome and program. The majority of the decrease in 2014-15 is explained by the additional saving measures announced in Budgets 2012 and 2013 as well as by transfers with partner departments that occurred in 2013-14. With regard to the decrease from 2014-15 to 2015-16, the variance is primarily due to the savings related to the Email Transformation Initiative and to time-limited projects that do not have ongoing funding.

Since 2012-13 was SSC's first year of operations, a project-by-project review was completed among partner departments to ensure that expenditures were appropriate. At various points, decisions were made to defer some projects in order to align them with future transformation activities. Also, the 2013-14 Forecast Spending includes funding for various partner departments' projects and new initiatives, that were initiated in fiscal 2013-14, such as Workplace Technology Devices, Infrastructure Platform Initiative, Treasury Board Secretariat Workspace Renewal, Food Safety Action Plan.

Alignment to Government of Canada Outcomes

2014–15 Planned Spending by <u>Whole-of-Government-Framework Spending Area</u> **(dollars)**

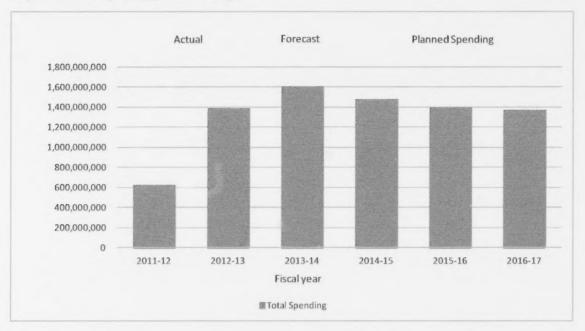| Strategic Outcome	Program	Spending Area	Government of Canada Outcome	2014–15 Planned Spending
Modern, reliable, secure and cost-effective information technology (IT) infrastructure services to support government priorities and program delivery	IT Infrastructure Services	Government Affairs	Well-managed and efficient government operations	1,288,659,177

Total Planned Spending by Spending Area (dollars)

Spending Area	Total Planned Spending
Government Affairs	1,288,659,177

All figures are net of respendable revenues.

Departmental Spending Trend

Departmental Spending Trend Graph

Note: These figures are net of respendable revenues. The Forecast spending of 2013-14 includes the 2013-14 Main Estimates, 2013-14 Supplementary Estimates B and Supplementary Estimates C.

For the period of 2011-12 to 2012-13, actual spending represents the actual expenditures as reported in the Public Accounts. For the 2011-12 fiscal year, the actual expenditures do not represent a complete fiscal year since Shared Services Canada (SSC) was created on August 4, 2011.

The Forecast Spending of 2013-14 and the Planned Spending for future years includes the additional mandate as per Budget 2013: provide services related to the acquisition and provision of software, for workplace technology devices.

The decrease in Planned Spending from 2014-15 to 2015-16 is primarily due to the savings related to the Email Transformation Initiative. The decrease is also related to projects for which funding is being reduced year over year, such as: Treasury Board Secretariat Workspace

Renewal funding which will end in 2014-15; and Pay Modernization and Carling Campus for which funding ends in 2015-16.

Estimates by Vote

For information on Shared Services Canada's organizational appropriations, please see the 2014–15 Main Estimates publication.[vi]

Contribution to the Federal Sustainable Development Strategy

The 2013-16 Federal Sustainable Development Strategy (FSDS)[vii], tabled on November 4, 2013, guides the Government of Canada's 2013-16 sustainable development activities. The FSDS articulates Canada's federal sustainable development priorities for a period of three years, as required by the *Federal Sustainable Development Act* (FSDA).

Shared Services Canada ensures that its decision-making process includes a consideration of the FSDS goals and targets through the strategic environmental assessment (SEA). An SEA for policy, plan or program proposals includes an analysis of the impacts of the proposal on the environment, including on the FSDS goals and targets. The results of SEAs are made public when an initiative is announced or approved, demonstrating that environmental factors were integrated into the decision-making process.

Section II: Analysis of Programs by Strategic Outcome

Strategic Outcome: Modern, reliable, secure and cost-effective information technology (IT) infrastructure services to support government priorities and program delivery (Savings, Security, Service).

Program 1.1: IT Infrastructure Services

Description:

This program delivers IT infrastructure services to federal government departments to enable and support the management, coordination and delivery of government programs to Canadians and the achievement of Government of Canada priorities. The IT infrastructure services consist of four main IT service groups: (a) Distributed Computing; (b) Production and Operations Computing; (c) Telecommunications (Data, Voice and Video); and (d) Cyber and IT Security. This program establishes a centralized common IT infrastructure service leading to consolidation and standardization in the management and delivery of IT services across the mandated 43 partner departments. This consolidation and standardization contributes to greater operational efficiencies and economies of scale resulting in forecasted cost-savings, enhanced reliability and security of the IT services, reduction in duplication of effort and managerial oversight, and development of harmonized responses to partner departments' business requirements.

Budgetary Financial Resources (Planned Spending—dollars)

2014–15 Main Estimates	2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
1,288,659,177	1,288,659,177	1,207,873,944	1,186,440,005

All figures are net of respendable revenues.

Human Resources (Full-time equivalents—FTEs)

2014–15	2015–16	2016–17
5,500	5,200	5,200

Performance measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Sound stewardship of public funds.	Total savings generated ($)	Establish baseline	31 March 2015
Ability to anticipate and respond to partner departments' IT business requirements.	Partner satisfaction	Establish baseline	31 March 2015

Planning Highlights

Shared Services Canada (SSC) has started to build a solid foundation upon which government operations can be renewed and partner departments' projects delivered in order to better serve Canadians and meet their needs. In executing its Transformation Plan, SSC will:

- consolidate and standardize the email systems, data centres and networks of partner departments across government, in addition to those at SSC;
- consolidate the procurement of workplace technology devices, including hardware and software, to leverage economies of scale and reduce duplication; and
- ensure the security of the Government of Canada's IT infrastructure meets or exceeds best practices of industry and other leading government agencies.

Savings, security and service are the yardsticks by which progress is measured at SSC.

Sub-Program 1.1.1: Distributed Computing Services

Description:

This program includes the provision and support that provides users with local and remote access to enterprise email applications and functionality including file/print and directory services.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
186,039,959	135,263,135	135,227,787

All figures are net of respendable revenues.

Note: The variance in the Planned Spending of 2014-15 to 2015-16 is mainly due to the savings related to the Email Transformation Initiative.

Human Resources (FTEs)

2014–15	2015–16	2016–17
460	160	160

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Consolidated and standardized Government of Canada-wide distributed computing services are cost-effective.	Total savings generated ($)	Establish baseline	TBD[1]
Consolidated and standardized Government of Canada-wide distributed computing services support partner departments in the delivery of programs and services to Canadians.	Partner satisfaction	Establish baseline	TBD
	Availability (%)	Establish baseline	TBD

[1] Target dates have been submitted to Treasury Board Secretariat through the Management Resources and Results Structure amendment process. As of the date of publication of the Report on Plans and Priorities, they have not yet been approved

Planning Highlights

The consolidation and standardization of email across the federal government started in 2013-14 and will continue in 2014-15.

In response to government direction received in late 2012-13 and effective in 2013-14, SSC will continue its work in 2014-15 to consolidate workplace technology device procurement.

Sub-Program 1.1.2: Production and Operations Computing Services (Data Centre Services)

Description:

This program includes the provision, technical support and certification for the hosting of the enterprise's day-to-day operations and production applications and database computing environments, including Web application environments, regardless of where they reside in the virtualized data centre or within the business unit (in a server room). Included in this service group is the execution of business resumption plans and disaster recovery plans developed under Security Services.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
492,519,365	481,776,650	474,283,123

All figures are net of respendable revenues.

Note: The variance in the Planned Spending is primarily due to time-limited projects for which the funding varies by fiscal year, such as the Carling Campus project.

Human Resources (FTEs)

2014–15	2015–16	2016–17
2,731	2,731	2,731

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Consolidated, standardized and streamlined Government of Canada operations and production applications and database computing services (data centres) are cost-effective.	Total savings generated ($)	Establish baseline	TBD
Consolidated, standardized and streamlined Government of Canada operations and production applications and database computing (data centres) services support partner departments' delivery of programs and services to Canadians.	Partner satisfaction	Establish baseline	TBD
	% workload migrated to new data centres	Accordance to project schedule	TBD

Planning Highlights

SSC will advance data centre consolidation by migrating workload, decommissioning servers and closing data centres in the 2014-15 planning year.

In 2014-15 the CFB Borden Data Centre will be readied for use as an enterprise production data centre and SSC will plan and procure a second data centre near Borden as a backup. SSC is planning to continue mainframe rationalization and consolidation activities during 2014-15.

Sub-Program 1.1.3: Telecommunications (Data, Voice and Video) Services

Description:

This program includes the transmission of data, voice and video within and across the enterprise. Data network services include the provision and ongoing support of multiplatform, multi-protocol electronic data and communications networks, which includes all software as well as wiring, switches, hubs, routers and all other hardware required to support data communications between computing devices. The voice communication services include provision of local and

long-distance services globally, as well as fax services, voice mail, videoconferencing, secure voice and other related services, which include all carrier software and hardware environments.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
538,196,715	519,895,711	506,019,584

All figures are net of respendable revenues.

Note: The variance in the Planned Spending is primarily due to time-limited projects for which the funding varies by fiscal year, such as the Carling Campus project.

Human Resources (FTEs)

2014–15	2015–16	2016–17
1,913	1,913	1,913

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Consolidated and standardized telecommunications services are cost-effective and support Government of Canada priorities.	Total savings generated ($)	Establish baseline	TBD
Consolidated and standardized transmission of data, voice and image/video to support partner departments in the delivery of programs and services to Canadians.	Partner satisfaction	Establish baseline	TBD
	Number of services which have met uptime target	Establish baseline	TBD

Planning Highlights

In 2014-15, SSC will continue to rationalize and consolidate the telecommunication network services it delivers to partner departments. The focus on savings and security will be maintained by identifying and implementing network and telecommunications services as one single enterprise.

Consolidation of networks will result in efficiencies and enable SSC to handle an increased volume of enterprise data to support increased use of videoconferencing services and Voice over Internet Protocol (VoIP) technology.

Sub-Program 1.1.4: Cyber and IT Security Services

Description:

Cyber and IT Security Services is the application of "safeguards to preserve the confidentiality, integrity, availability, intended use and value of electronically stored, processed or transmitted information."[viii]

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
71,903,138	70,938,448	70,909,511

All figures are net of respendable revenues.

Human Resources (FTEs)

2014–15	2015–16	2016–17
396	396	396

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Improved safeguarded and preserved confidentiality, integrity, availability, intended use and value of electronically stored, processed or transmitted data and information within and across the Government of Canada and externally with Canadians.	Availability (%)	Establish Baseline	TBD
	Number of partner departments with 24/7/365 Network Operations Centre (NOC) / Security Operations Centre (SOC)	Establish Baseline	TBD
	% of patches installed	Establish Baseline	TBD

Planning Highlights

Through the consolidation and standardization of Government of Canada IT infrastructure, a more consistent approach to cyber security will be realized. SSC will improve security through more robust tools and standardized procedures, and establish a consolidated Security Operations Centre which will provide 24/7 coverage against security incidents across its entire infrastructure.

The Government of Canada is implementing an enterprise approach to the procurement of security software. This standardization and consolidation will bring efficiencies and savings while strengthening the security of government IT across departments.

In 2014-15, SSC will develop and establish timelines for implementation of the cyber and IT security program, including the development of details for network and device security. In addition, SSC will continue to support the achievement of *Canada's Cyber Security Strategy*, strengthening the security of federal information and information systems.

Internal Services

Description:

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. These groups are: Management and Oversight Services; Communications Services; Legal Services; Office of Audit and Evaluation; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; Acquisition Services; and Other Administrative Services. Internal Services include only those activities and resources that apply across an organization and not to those provided specifically to a program.

Budgetary Financial Resources (dollars)

2014–15 Main Estimates	2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
184,664,400	184,664,400	184,770,989	184,862,288

Human Resources (FTEs)

2014–15	2015–16	2016–17
900	900	900

Planning Highlights

Shared Services Canada (SSC) plans to revise its Program Alignment Architecture and associated Performance Measurement Framework. While both were expanded for use in fiscal 2014-15, further refinements will be proposed. The Department's first Organization Risk Profile will be finalized in 2014-15.

SSC is committed to develop a Workforce Management Strategy to meet the future competency needs of the organization. The Department will continue to build its financial internal control framework. SSC will develop an accommodation plan to group its employees in common work locations. SSC will adopt Government of Canada solutions such as the GCDOCS document management system.

SSC will improve the efficiency of information technology goods and services procurement by deploying an e-Procurement tool based on an end to end Procure-to-Pay process.

Section III: Supplementary Information

Future-Oriented Statement of Operations

The future-oriented condensed statement of operations presented in this subsection is intended to serve as a general overview of Shared Services Canada's (SSC) operations. The forecasted financial information on expenses and revenues are prepared on an accrual accounting basis to strengthen accountability and to improve transparency and financial management.

Because the future-oriented statement of operations is prepared on an accrual accounting basis and the forecast and planned spending amounts presented in other sections of this report are prepared on an expenditure basis, amounts will differ.

A more detailed future-oriented statement of operations and associated notes, including a reconciliation of the net cost of operations to the requested authorities, can be found on SSC's website.[ix]

Future-Oriented Condensed Statement of Operations
For the year ending March 31 (dollars)

Financial Information	Estimated Results 2013-14	Planned Results 2014-15	Change
Total expenses	1,847,710,090	1,829,828,096	(17,881,994)
Total revenues	325,385,173	418,371,049	92,985,876
Net cost of operations	1,522,324,917	1,411,457,047	(110,867,870)

The forecasted decrease in expenses is partially attributable to additional saving measures announced in the Budget 2012 and 2013. In addition, there will be a reduction in spending related to transfers from partner departments received in 2013-14 only.

The forecasted increase in revenues is primarily due to anticipated new services that will be provided to other government departments. This includes the additional mandate SSC received, as set out in Budget 2013, to provide services related to the acquisition and provision of software for workplace technology devices.

List of Supplementary Information Tables

The supplementary information tables listed in the 2014–15 Report on Plans and Priorities can be found on Shared Services Canada's website.[x]

- Greening Government Operations; and
- Upcoming Internal Audits and Evaluations over the next three fiscal years.

Tax Expenditures and Evaluations

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance publishes cost estimates and projections for these measures annually in the *Tax Expenditures and Evaluations*[xi] publication. The tax measures presented in the Tax Expenditures and Evaluations publication are the sole responsibility of the Minister of Finance.

Section IV: Organizational Contact Information

General inquiries:

Please direct your inquiries to: Media@ssc-spc.gc.ca

Media Relations Office: 613-947-6276

Endnotes

i.   Treasury Board Secretariat Estimates Publications and Appropriation Acts,
        http://www.tbs-sct.gc.ca/ems-sgd/esp-pbc/esp-pbc-eng.asp

ii.   Selected Departmental Performance Reports for 2008-2009 – Department of Industry, Department of
        Transport. Report of the Standing Committee on Public Accounts, September 2010,
        http://www.parl.gc.ca/HousePublications/Publication.aspx?Mode=1&Parl=40&Ses=3&Language=E&Docl
        d=4653561&File=0

iii.   Strengthening Parliamentary Scrutiny of Estimates and Supply. Report of the Standing Committee on
        Government and Operations Estimates, June 2012,
        http://www.parl.gc.ca/HousePublications/Publication.aspx?DocId=5690996&Language=E&Mode=1&Parl
        =41&Ses=1

iv.   Whole-of-government framework, http://www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx

v.   *Shared Services Canada Act*, http://laws-lois.justice.gc.ca/eng/acts/S-8.9/index.html

vi.   2014-15 Main Estimates, http://www.tbs-sct.gc.ca/ems-sgd/esp-pbc/esp-pbc-eng.asp

vii.   2013-16 Federal Sustainable Development Strategy,
        http://www.ec.gc.ca/dd-sd/default.asp?lang=En&n=A22718BA-1

viii.   Source: Policy on Government Security; Management of Information Technology Security

ix.   http://www.ssc-spc.gc.ca/pages/publications-rpp-eng.html

x.   http://www.ssc-spc.gc.ca/pages/publications-rpp-eng.html

xi.   Government of Canada Tax Expenditures, http://www.fin.gc.ca/purl/taxexp-eng.asp